

“DESIGNING A NEW PERFORMANCE APPRAISAL FOR THE
MANAGEMENT ORGANIZATIONAL DEVELOPMENT
DEPARTMENT OF PT.X COMPANY IN SURABAYA”



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WIDYA MANDALA CATHOLIC UNIVERSITY SURABAYA
SURABAYA
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**“DESIGNING A NEW PERFORMANCE APPRAISAL FOR THE
MANAGEMENT ORGANIZATIONAL DEVELOPMENT
DEPARTMENT OF PT.X COMPANY IN SURABAYA”**

CASE STUDY PAPER
Submitted to
FACULTY OF BUSINESS
WIDYA MANDALA CATHOLIC UNIVERSITY SURABAYA
To fulfill the requirements
for the Management Bachelor Degree
International Business Management Program

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2016

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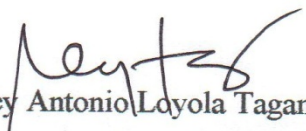
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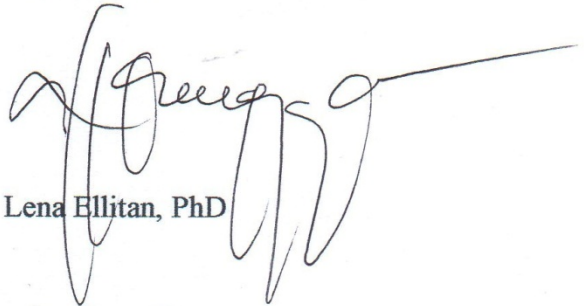
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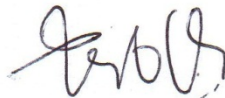


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Surabaya, June 04th 2016

A handwritten signature in black ink, appearing to be 'Maria Gabrilia.P', with a stylized, cursive script.

Maria Gabrilia.P

TABLE OF CONTENTS

	Page
TITLE PAGE	i
AUTHENTICITY STATEMENT OF SCIENTIFIC PAGE	ii
APPROVAL PAGE.....	iii
RATIFICATION PAGE	iv
ACKNOWLEDGE	v
TABLE OF CONTENT	viii
LIST OF TABLES.....	x
LIST OF APPENDIXES.....	xi
ABSTRACT	xii
 CHAPTER 1. INTRODUCTION	
1.1. Background of the Research	1
1.2. Scope of the Research	6
1.3. Objective of the Research	7
1.4. Research Questions	7
1.5. Significance of the Research.....	8
1.6. Chapter Outline	8
 CHAPTER 2. LITERATURE REVIEW	
2.1. Performance	11
2.2. Performance Appraisal	12
2.3. Performance Appraisal and Reward System.....	20
2.4. Performance Appraisal and Career and Development	21
2.5. Performance Appraisal and Training and Development Needs	22

2.6. Performance Appraisal and Company Objectives.....	23
CHAPTER 3. RESEARCH METHODS	
3.1. Research Design.....	24
3.2. Research Object	25
3.3. Type and Source of Data	
3.3.1. Type of Data.....	26
3.3.2. Source of Data	26
3.4. Methods of Collecting Data.....	27
3.5. Method of Analyzing Data	28
CHAPTER 4. RESULTS AND FINDINGS	
4.1. Data About Company as Object of Study	
4.1.1. Company Profile.....	30
4.1.2. Organization Structure.....	31
4.1.3. Company's Location.....	32
4.1.4. Company's Vision and Mission	32
4.2. Current Performance Appraisal.....	33
4.2.1. Analysis of the Performance Appraisal.....	37
4.3. New Performance Appraisal	41
4.4. Benefits of New Performance Appraisal	57
CHAPTER 5. CONCLUSION AND RECOMMENDATION	
5.1. Conclusion	59
5.2. Recommendation.....	60
REFERENCES	
APPENDIXES	

LIST OF TABLES

	Page
Table 4.1 Categorize of Forced Distribution Method	35
Table 4.2 Indicator and Weigh of Each Job Class	36
Table 4.3 Check List of the Characteristics of Current Performance Appraisal PT.X Company	39
Table 4.4 Checklist on Implementation of Current Performance Appraisal PT.X Company	41
Table 4.5 The Appraisal Factors of the New Performance Appraisal PT.X Company	42
Table 4.6 Appraisal Category and Level.....	44
Table 4.7 Check List of the Characteristics of Current and New Performance Appraisal PT.X Company	58

LIST OF APPENDIXES

	Page
Appendix1 Organizational Structure	31
Appendix2 Interview Questions	26

ABSTRACT

The purposes of this study are to design a new performance appraisal for Management Organizational Development (MOD) Department of PT.X Company. Besides this, the study want to suggest possible ways in implementing this new performance appraisal especially related to the compensation system, promotion scheme, and training and development for PT.X Company. The research was conducted in cigarette company, with the object of the study is limited only to the performance appraisal system of PT.X Company. This study use qualitative research with descriptive analysis approach, by comparing performance appraisal theory with the fact that happens in PT.X Company. Data collected through interviews with Corporate MOD Manager and five staff of MOD Department and direct observation in the company by doing internship for three months as a primary data. Whereas, the secondary data obtained from Internet, book, journal, and company documents. Performance appraisal in PT.X Company used Forced Distribution Method and does not have any standard to measure the employee's performance. The discussion recommended that MOD Department should has a performance appraisal that has a standard by using Key Performance Indicators to measure employee's performance that support company objectives. The result of the study has designed a new performance appraisal for MOD Department of PT.X Company by using mixed model with Management By Objectives and Forced Distribution Method.

Keywords: Performance Appraisal, Mixed Model, Management By Objectives, Forced Distribution, Compensation, Reward, Promotion, Training and Development.

ABSTRAK

Tujuan dari penelitian ini adalah merancang sebuah penilaian kinerja baru untuk Departemen Management Organizational Development (MOD) di Perusahaan PT.X. Selain itu, penelitian ini juga memberikan saran untuk implementasi penilaian kinerja yang baru terutama yang berkaitan dengan sistem kompensasi, skema promosi, dan pelatihan dan pengembangan untuk Perusahaan PT.X. Penelitian ini dilakukan di perusahaan rokok, dengan objek penelitian hanya terbatas pada sistem penilaian kinerja di Perusahaan PT.X. Penelitian ini menggunakan penelitian kualitatif dengan pendekatan analisis deskriptif, dengan membandingkan teori penilaian kinerja dengan fakta yang ada di Perusahaan PT.X. Data dikumpulkan melalui wawancara dengan MOD Korporat Manajer dan lima staf MOD Departemen dan pengamatan langsung di perusahaan dengan melakukan magang selama tiga bulan sebagai data primer. Sedangkan data sekunder diperoleh dari internet, buku, jurnal, dan dokumen-dokumen perusahaan. Penilaian kinerja di Perusahaan PT.X menggunakan metode distribusi paksa dan tidak memiliki standar untuk mengukur kinerja karyawan. Diskusi merekomendasikan Departemen MOD harus memiliki penilaian kinerja dengan Indikator Kinerja Utama untuk mengukur kinerja karyawan yang mendukung tujuan perusahaan. Hasil penelitian telah merancang penilaian kinerja baru untuk Departemen MOD Perusahaan PT.X dengan menggunakan model campuran dengan Manajemen Berbasis Tujuan dan Metode Distribusi Paksa.

Kata Kunci: Penilaian kinerja, Model Campuran , Manajemen berbasis tujuan, Distribusi Paksa, Kompensasi, Reward, Promosi, Pelatihan dan Pengembangan.